



PERSONNEL POLICY

U.S. ATOMIC ENERGY COMMISSION

all levels and of all other employees. The General Manager, aided by the Director of Organization and Personnel, will take such action as is appropriate to implement the policy, to evaluate the adequacy with which the policy meets current program needs, and to assure performance in accord with the policy.

Many of the principles have been implemented through the development of more detailed policies and procedures. As additional experience is gained with the policy and principles and as the continuous task of implementing them goes forward, it is expected that employees will continue to make known their views.

ATOMIC ENERGY COMMISSION

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Personnel Policy

The
UNITED STATES
ATOMIC ENERGY
COMMISSION

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Preface

We have examined carefully the Federal Employee Personnel Policy which has been in effect, and have reviewed suggestions for its modification. Few changes have been suggested as a result of the experiences of the organization during the past three years, and we have found only minor points to suggest for revision.

It is the kind of personnel policy with which we fully agree. We believe that it contains the principles which must be put into practice if our management is to meet the test. We want these principles to be applied with increasing skill by all of us in the AEC at all levels of management throughout the critical days ahead.

ATOMIC ENERGY COMMISSION
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Certain scientific and technical positions which the Commission finds must be exempted from the salary scales of the Classification Act of 1949, will receive salaries which are arrived at after consideration of the rates paid for similar work by other government and private organizations.

The method by which the rate of pay for his job is determined will be explained to each employee.

Benefit Plans

Employees will be granted the same benefits with respect to leave, workmen's compensation, holidays, and retirement as are granted to other Federal employees. Information on the details of these plans will be given to employees.

Conclusion

The Atomic Energy Commission looks forward to the application of this policy; first, through the wholehearted and effective execution of the principles of sound employee relations by the Commission members, the General Manager, and all the employees who direct the work of others; second, through the wholehearted acceptance by all employees of the obligations that attach to their employment in the atomic energy program; third, through the development of effective employee-management cooperation.

Application of the principles underlying this policy must be an integral part of the daily activities of supervisors at

Safety and Health

Each supervisor will take the initiative in the establishment and maintenance of safe and healthful practices and work places for every employee under his supervision, and in assuring that the manner of performance of all operations will minimize personal injury and disease and damage to equipment, materials, and property. Safety is an integral part of each job, and each employee is responsible for the safety phase of his work just as much as he is for any other phase.

Salaries and Wages

Salaries and wages shall be administered so as to compensate employees equitably with due regard to the relative value of the positions, to provide for increases in pay on the same job after reasonable periods of satisfactory service, and to provide for recognition by increases in pay for especially meritorious services.

Determination of the relative value or grade of positions will be based upon systematic analysis of the differences in the requirements of the positions and upon comparison with approved standards.

Salaries for positions, except those noted below will be established in line with the pay scales of the Classification Act of 1949, in accordance with the requirements of the Appropriation Act for the current fiscal year.

Wages for laborer and mechanic positions will be established after consideration of rates paid for similar work by other government and private employers in the appropriate geographical area.

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Separations

When it is necessary to reduce employment, the selection of employees for retention within an appropriate geographical area will be on the basis of relative qualifications for the work remaining to be done, and in accordance with the requirements of the Veterans' Preference Act of 1944, as amended, including veteran status, and length of Federal service. Reasonable notice will be given to employees whose services are to be terminated and their availability will be made known to other AEC offices. Employees notified of their planned separation shall have an opportunity to appeal such determination.

An employee will be demoted or discharged for cause only after he has been given (1) a statement of the reasons for the proposed action, (2) an opportunity to reply, and (3) an opportunity to appeal any determination to dismiss. An employee may be put in suspension status without pay pending final determination.

Grievances

Supervisory and supervised employees have an obligation to make every effort to resolve employment relations problems as they arise. Failing prompt and satisfactory adjustment of any grievance, including those relating to separation, appeal may be made by employees at any work level to higher authority. Employees may designate representatives of their own choosing to assist them in presentation of grievances. In presenting grievances employees will be free from any interference, restraint, or reprisal.

Non-Discrimination

There will be no discrimination against an employee because of race, color, sex, religion, physical handicap, or national origin.

Employment

The far-reaching significance and scope of the atomic energy program requires high standards of employment which will attract and maintain an adequate organization of capable and well-qualified people. Accordingly:

1. Adequate sources from which employees may be recruited will be developed and maintained.
2. Each job will be filled on a merit basis by selecting the available individual best qualified in terms of the carefully determined requirements of the particular position and in accordance with the Veterans' Preference Act of 1944, as amended.
3. Opportunity for transfer and promotion will be provided in order to make full use of demonstrated skills and abilities. Therefore, well-qualified employees will be given first consideration in filling vacancies.
4. The appointment or promotion of individuals or other personnel actions will be made without consideration of political affiliation.

Foreword

The people of the United States, through the Congress, have entrusted to the Atomic Energy Commission the vital and urgent task of developing and utilizing atomic energy for the purpose of "improving the public welfare, increasing the standard of living, strengthening free competition in private enterprise, and promoting world peace." During the past several months it has become increasingly clear that the growing defense effort of the nation is expanding the manpower needs of the nation and thereby placing greater emphasis than ever on the importance of accomplishing the most with as few people as possible. We believe that the successful application at all levels of management of the principles contained in this personnel policy will go far toward assuring that the AEC successfully recruits, retains, and utilizes the personnel needed as manpower becomes more scarce. The carrying forward of this mission is "subject at all times to the paramount objective of assuring the common defense and security." The achievement of these objectives requires a high order of skill, ingenuity, patience, loyalty, and perseverance in meeting and resolving many new and complex problems.

All of us serving in this task should be proud to be able to contribute so directly to the welfare of the nation. Every job is a vital part of our over-all program. Our

objectives cannot be met unless each individual employee, whatever his duties or responsibilities, is pulling his full weight. Whatever his particular assignment, every employee of the Atomic Energy Commission can derive special satisfaction and inspiration from the knowledge that he works in a unique enterprise of great importance to the national well being.

The Atomic Energy Act requires the Commission to assure itself that the character, associations, and loyalty of workers in atomic energy is of a high order. Conduct and self-discipline, both on and off the job, must measure up to unusual standards. The exchange of information and the handling of equipment, materials, and documents must be precise and within established procedures. In short, many phases of the daily job that are "ordinary" in most organizations become "extraordinary" in the Atomic Energy Commission.

Rapid progress in scientific achievement is the most vital factor in "assuring the common defense and security." Such progress and the forward movement of our own responsibility necessitates a work environment in which each of us has an opportunity to put forth his best effort at the work for which he is best fitted. In developing such an environment it is essential that selection of employees, work assignments, and promotions are on the basis of merit and productivity. Political affiliation, family or other personal relationships or other extraneous criteria cannot be given consideration except as necessitated by security requirements. An essential factor in maintaining an environment that encourages each employee to work enthusiastically and willingly to the best of his ability is an organization which encourages and recognizes initiative in taking the right action promptly and improving the way in which things are done.

program. Accordingly, the participation of employee organizations in the program is welcomed. The promotion of sound employee-management relations is a mutual concern and benefits employees and the Commission alike.

Performance Review

Formal periodic review of the performance and capabilities of employees will be made against realistic and understood performance standards to determine any merited recognition, need for their further development, or change in job status. Each supervisor will record and use current information on the experience, qualifications, and performance of each individual under his direction as a basis of planning for the training and further development of such employees or other appropriate personnel action. Each supervisor will discuss any evaluation and the basis for it with the employee affected to develop mutual understanding.

Training

Consistent with definite needs which arise or are anticipated, employees will be provided with opportunity to improve their knowledges, skills, or attitudes in order to enable them to perform the tasks assigned to them in the best known ways and to prepare for advancement. This will include programs for orientation and induction before assignment of work, training on the job, upgrading and understudy programs, and training in supervision and management practices.

3. An employee will not be required to report directly to more than one supervisor.

4. Instructions and directions relating to work assignments will be communicated to him, only through, or with the agreement of, the immediate supervisor.

5. Changes in an employee's work assignment or employment status will be communicated to him, after proper approvals, only by his immediate supervisor.

Employee Participation

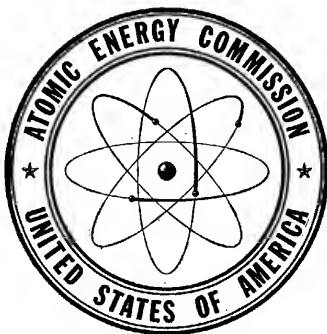
The widest practicable opportunity will be afforded to employees for consultation and explanation in the formulation and development of policies affecting their employment status, working conditions, and productivity. This opportunity will be effected through positive encouragement of a free exchange between supervisory and supervised employees of points of view and ideas in their daily work together and in regular departmental staff meetings, supervisory conferences, conferences of management and employee representatives, and other effective means.

Employees are urged to avail themselves of these opportunities for participation. Employees have the right to join or refrain from joining employees' organizations of their own choosing without coercion or fear of discrimination. This right, of course, must be exercised in a manner which is consistent with applicable law and the security responsibilities of the Commission.

It is recognized that employee organizations can make a positive contribution in furthering the atomic energy

The basic personnel policies which are set forth here constitute the broad framework within which our management job will be performed. In their application due consideration will be given to the requirements of national security, but "secrecy" must not be allowed to become a cover for bad management practice.

The policies have been formulated through the participation of the employees and staff officials throughout the organization; giving reflection to their views and indicating acceptance of the underlying principles involved. A sound basis has been thereby provided for the kind of personnel job that is essential to the effective and economical accomplishment of the work goals of the agency.



Organization, Supervision and Communication

The General Manager and all other employees who direct the work of others will assure that those under their supervision know their jobs, to whom each is responsible, the authority that goes with their jobs, the relationships of their jobs to other jobs in the organization, and the channels of communication. Each major geographical area will so organize its activities as to provide continuing leadership, guidance, and assistance to supervisors and employees in achieving proper application of the principles set forth in this policy.

The structure of the organization will be the result of careful planning designed to meet specific program needs, and to permit independent action to be taken within the limitations of established policies and the minimum of uniform standards and procedures essential for effective operation. The desirability for freedom and informality in staff communications and working relationships at and between all organizational levels is emphasized; always recognizing, however, the single line of authority necessary in taking official action.

The Commission feels strongly that certain sound organization practices such as the following are too often forgotten and therefore they are set forth below as part of this policy.

1. Assignment of responsibility will carry with it commensurate delegation of authority.
2. Any change in duties and responsibilities of a position or a group of positions will be preceded by a definite understanding on the part of all concerned.